



Transforming Information Technology in the Commonwealth

Diane Horvath

Manager, Legal and Legislative Services Virginia Information Technologies Agency

Joint Commission on Technology & Science May 4, 2005

expect the best





Progress to Date

Complete?

Created IT "Utility"

Formed a new organization in 4 months Defined organization, services, & culture



Consolidated Agency IT Resources

Transitioned IT assets, contracts, and support staff from 90 Executive Branch agencies in 18 months



Completed Procurement Reform

Moved from traditional procurement to strategic sourcing



Met All Commitments

No disruption of services



Launched Transformation

Initiated true transformation of service delivery by consolidating, standardizing, and leveraging a common infrastructure

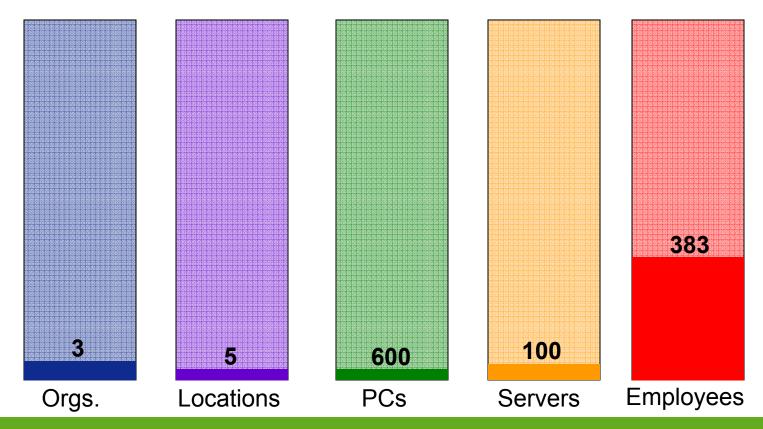






IT Consolidation in Virginia

Baseline (July 1, 2003)

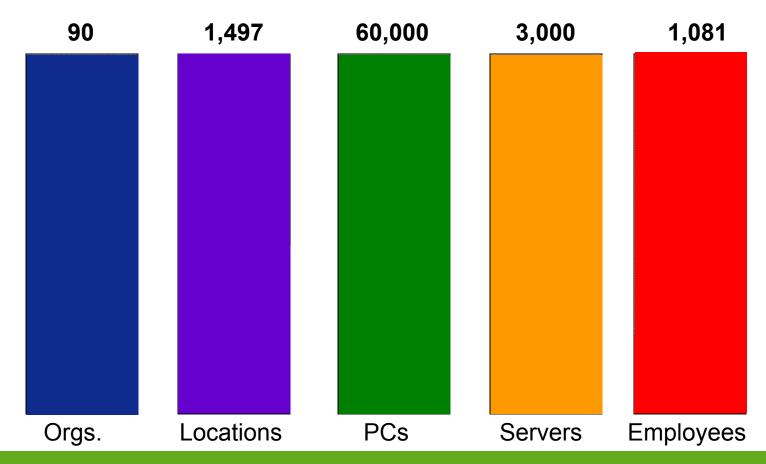






IT Consolidation in Virginia

VITA Today (Including Baseline)







Locations Supported by VITA FREDERICK As of July 1, 2003 LOUDOUN ARLINGTON WARREN HENANDOAH Alexandria Manassas Park

FAIRFAX FAUQUIER WILLIAM ROCKINGHAM) Harrisonburg CULPEPER STAFFORD MADISON HIGHLAND Fredericksburg **AUGUSTA SPOTSYLVANIA** Staunton Charlottesville BATH CAROLINE Waynesboro LOUISA ALBEMARLE, ROCKBRIDGE ALLEGHANY FLUVANNA NELSON Lexington & Buena Vista **ACCOMACK** AMHERST BUCKINGHAM POWHATAN BOTETOURT MATHEWS NORTHAMPTON APPOMATTO BUCHANAN PRINCE EDWARD BEDFORD CAMPBELL Petersburg DICKENSON NOTTOWAY: SURRY PULASKI Radford TAZEWELL DINWIDDIE CHARLOTTE FRANKLIN ISLE OF RUSSELL SUSSEX LUNENBURG FLOYD **SMYTH** PITTSYLVANIA! BRUNSWICK HALIFAX CARROLL SCOTT WASHINGTON HENRY MECKLENBURG SOUTHAMPTON PATRICK GRAYSON Martinsville Chesapeake

GREENSVILLE





Locations Supported by VITA FREDERICK As of January 1, 2005 LOUDOUN Alexandria FAUQUIERWILLIAM Fredericksburg & KING GEORGE AUGUSTA Charlottesville ALBEMARLE ACCOMACK NORTHAMPTON FRANKLIN RUSSELL LUNENBURG PITTSYLVANIA HALIFAX





Value to the Commonwealth

- Improved governance and oversight of IT investments
 - IT Investment Board and CIO in place and structure is working
 - Prioritized technology investments across the Commonwealth
 - Improved IT project oversight and management through the Project Management Division
 - Completed refresh of the 4-year, statewide IT strategic plan in April 2005
 - Developed the Enterprise Business Architecture in April 2005





Value to Citizens

- Provided 100 interactive government services online through Virginia Interactive
 - 32 million accesses to virginia.gov portal in 2004
 - Nearly 35% of accesses occurred outside usual business hours
 - 11,000 pages and 100 interactive services
 - Provided \$1.5 million in free services to State Board of Elections
 - Provided \$1.3 million annually in free Web design, consulting, accessibility, and hosting services for agencies lacking resources





Value to Localities & State Agencies

- Provided \$8 million in cost savings to localities
- Launched outreach program to localities
- Established E-Rate accounts for 36 school districts and library systems
- Supported agencies affected by Capitol Renovation project
- Met or exceeded all performance availability targets since VITA's creation





VITA sourcing strategy

VITA and Agency collaborate to meet specific needs

Increasing **Total Value** (Risk & TCO)

> Cooperative procurements or e-enabled efficiency

Collaborate

- Work on specific high-impact initiatives
- •VITA provided framework
- Oversight

Consult

• Provide end to end assistance

- Utilize best resources

Full Service

Actively manage

Self Service Enable

- Provide tools, capabilities that are easy to access
- · "e-enabled" & training
- Monitor
- Reduce resource investment

Partnership

- Develop efficiencies
- Statewide agreements
- Prime contractor manage subs
- Manage cycle time

Lead

Provide

with Commonwealth -Enterprise agreements

Direct supplier

relationship

Increasing degree of Commonality

Prime contractor Statewide agreements -Prime manages subs





Evolution of Funding: 2004 – 2006 Biennial Budget

BUDGET ISSUE	Governor's	Approved
	Budget	Budget (Net)
Facilities Relocation (FY 2005)	\$1,100,000	\$0
Program Management	\$320,000	\$0
Enterprise Architecture Portfolio/PM Tools	\$320,000	
VA Base Mapping Program	\$500,000	\$500,000
Base Map Update Centerline Address File	\$500,000	
DB Risk Assess/Incident Mgt		\$0
Repay Start-Up Treas Loan	\$6,100,000	\$0
TOTALS FY 2005	\$8,020,000 \$1,100,000	\$500,000 \$0
FY 2006	\$6,920,000	\$500,000

Anticipated Rate Changes

FY 2006 \$9,900,000

FY 2007 \$10,900,000

FY 2008 \$5,300,000





Transition from Operations to Governance

FY04

Operations







VITA

FY05

Operations/ Governance



VITA / Enterprise

FY06

Governance



Enterprise





Mature Enterprise Security Program



Protection

- Incident Management
- Secure Infrastructure
- VITA Critical Infrastructure and Business

Continuity

Security Awareness

• Information Security Training and **Awareness**



Program Compliance

- Security Policies, Standards and Procedures
- Risk Management





PPEA Update: Detailed Review Stage

Conceptual Review Completed – November 2, 2004

Secretary Huang approved the "Course of Action Recommendation" for Detailed Review:

Two Tracks

Infrastructure...
IBM
Northrop Grumman

Enterprise Applications...
CGI-AMS
IBM





Infrastructure Overview

Infrastructure: The hardware, networks and associated services and staff required to support the information systems that agencies use to operate and provide services to citizens.

Includes:

- Mainframe computers, servers and desktops
- Voice and data networks
- Operating systems, e-mail and productivity software
- Database management systems
- Data center facilities
- Customer care center (help desk)





Enterprise Applications Overview

Enterprise Applications: Those business processes and associated software applications that are used across state government to provide management and administrative support in the agencies.

• Includes:

- Human Resource Management
- Financial Management
- Accounting
- Budgeting
- Procurement
- Others to be determined





Infrastructure Current Status

<u>Milestone</u>	Start Date	End Date	<u>Status</u>	<u>Comments</u>
Program Planning	1/10/2005	1/27/2005	6	Develop plan for the detailed review of the VITA PPEA infrastructure proposals. Conduct initial planning meetings. Establish Infrastructure PPEA Steering and Finance Review Committees.
Due Diligence	1/27/2005	4/15/2005	<u>C</u>	Establish the base case/current processes and automated systems which support them. This task has been COMPLETED.
Draft SOW/SLA/Ts & Cs	3/28/2005	5/2/2005	C	Develop Statements of Work (SOW), Service Level Agreement (SLA) expectations and draft terms and conditions. Provide to proposers for completion of detailed proposals.
Develop Detailed Proposals	5/3/2005	6/20/2005	6	Proposers develop detailed proposals in response to base case, SOW/SLA and Terms & Conditions
Review Detailed Proposals	6/21/2005	7/25/2005	G	Commonwealth team reviews detailed proposals
Negotiate Comprehensive Agreement	7/26/2005	10/12/2005	6	Negotiate Comprehensive Agreement (CA) for infrastructure services.





Enterprise Applications Current Status

<u>Milestone</u>	Start Date	End Date	<u>Status</u>	<u>Comments</u>
Start-up	3/22/2005	4/11/2005	G	Develop Plan for the detailed review of the PPEA Enterprise Applications proposals. Conduct initial meetings with IBM and CGI-AMS. Establish program organization, to include steering committee. COMPLETED
Due Diligence	4/11/2005	6/23/2005	G	Establish the base case, including current processes and the automated systems which support them.
Draft SOW/Ts & Cs	5/2/2005	6/23/2005	G	Develop Statements of Work (SOW) and draft terms and conditions, to define the services that the Commonwealth envisions obtaining from the offerors and the Commonwealth's initial view of the legal details of the agreement.
Release Proposal Package to Offerors	6/23/2005	6/23/2005	•	The Proposal Package, consisting of the Due Diligence Data, Draft SOWs and Draft Terms and Conditions is released to the offerors
Develop Detailed Proposals	6/23/2005	8/4/2005	G	Proposers develop proposals in response to base case, SOW/SLA and Terms & Conditions.
Evaluate Detailed Proposals	8/4/2005	9/16/2005	6	Commonwealth team evaluates proposals.
Negotiate Comprehensive Agreement	9/16/2005	10/12/2005	6	Negotiate the Comprehensive Agreement for Enterprise Applications and obtain senior management approval.
Executive Approval	10/12/2005	10/12/2005	G	The Comprehensive Agreement is signed by the Governor.





Enterprise Business Architecture

- VITA Created the Enterprise Business Architecture to:
 - Understand the business of the Commonwealth
 - Help ITIB make better technology investment decisions
 - Meet concerns raised by the APA
 - Identify opportunities for collaboration Council on Virginia's Future – business owner of EBA General Assembly Cost Cutting Caucus
 - Drive development of enterprise applications in the PPEA initiative

http://www.vita.virginia.gov/cots/ea/docs/EBAFullReport04-13-2005.pdf





Transformation Priorities

In the Works: Focus on "Quick Win" cost savings & avoidances; complete PPEA Detailed Review; implement Enterprise Information Security Program; support Capital Area Renovation; consolidate contracts; increase SWAM spending; consolidate e-mail.

On the Drawing Board: Institutionalize the "build once, use many times" approach; catalyze customer-centric business transformations; identify service and savings benefits; achieve true "transparency" as the state's IT utility; be the best practices model of IT excellence in government.





What Does Transformation Mean?

- Establish VITA as an enabler of services
 Operating a common, standardized IT infrastructure enables the Commonwealth to shift resources FROM infrastructure support TO service delivery to citizens and businesses
- Focus on process redesign
 Focus on the strategic redesign of business process in state government, supporting transformations in other common operations in addition to technology
- Focus on agility
 Ability to recognize and adopt new technology opportunities for agile and responsive service delivery to our state agency and local government customers





What Does Transformation Mean?

- Better citizen service
 Common, shared IT infrastructure enables seamless, friendly, and responsive government service delivery to citizens and business, anytime, anywhere
- Economic development opportunities
 Continue to help rural Virginia communities by expanding broadband deployment and establishing a data center back-up site
- More cost savings to localities
 Local governments, K-12 schools, and public libraries have already saved \$8 million by purchasing IT goods and services from state contracts. Increase future savings exponentially.





What Done Looks Like...

GOVERNANCE: Respecting Data Sovereignty FUNDING: Incentives for Collaboration CONSOLIDATION: Build IT Once COMMON NETWORK: Tying Multiple Enterprises Together at the Edges **APPLICATIONS** Res COMMON TECHNOLOGY **NATIONAL** COMMON Natural Resources **BUSINESS PROCESSES** Human **REGIONAL** INTERFACE, **Administration** SECURITY/ IDENTITY **INFORMATION & Public Safety** STATE **TRANSACTIONS INFRASTRUCTURE** Education Health & **LOCALITIES PLATFORM PARTNERS &** HOUSEHOLD **PUBLIC ENTITIES ARCHITECTURE** Secretariats Source: Center for Digital Government, 2004.





For More Information on VITA

www.vita.virginia.gov

Diane Horvath

Manager, Legal and Legislative Services 804.343.9009

<u>diane.horvath@vita.virginia.gov</u>